



UNITED STATES CIVIL SERVICE COMMISSION  
WASHINGTON, D.C. 20415

IN REPLY PLEASE REFER TO

YOUR REFERENCE

MAY 23 1977

Mr. E. Henry Knoche  
Deputy Director of Central Intelligence  
Central Intelligence Agency  
Washington, D.C. 20505

Executive Registry

77-1407

Dear Mr. Knoche:

Receiving the President's Award for Distinguished Federal Civilian Service is an honor given only to those whose achievements are exceptional. We offer our congratulations and hope you might be inclined to share the reasons behind your success with other Federal managers.

The Civil Service Journal, with an international circulation of 27,000, is a quarterly magazine published by the U.S. Civil Service Commission. Our purpose is to inform our audience about developments and trends in Federal personnel and public administration. We feel that articles by successful Federal managers are of great interest and help to our readers in achieving this purpose.

If you would like to share your philosophy of successful Federal management, the methods by which you achieved your success, a case history to show how you handled a particularly difficult issue, or anything of a similar vein, we would be happy to receive a manuscript from you. Attached is a list of questions that you might want to address. But to avoid misunderstandings, and particularly since we can't make any prior commitment to publish a manuscript, we suggest that you send us an outline or call us to discuss what you want to say before you begin writing.

Should you not be able to prepare an article, we could arrange a taped interview. Regardless of what form your contribution takes, we feel that it can be of great benefit to the cause of better Federal management. We look forward to hearing from you.

Attached is a copy of a recent Journal in case you're not familiar with it.

Sincerely yours,

*Sylvia B. Byrne*  
Sylvia B. Byrne  
Editor, Civil Service Journal  
(202) 632-5496

What was your early education and training, and did it equip you sufficiently to start your career? What extra classes have you required?

At what point did you finally decide that you wanted a career in government? Have you ever regretted that decision?

Many successful people had a mentor who influenced their careers-- did you have one? In what way was your mentor most influential?

Among your duties and responsibilities, which have you found to be the most enjoyable and rewarding?

What role did the contributions of others play in your accomplishments, and how did you get their assistance?

What advice would you have for those in your field who are younger or less experienced?

What is the best aspect of public employment? the worst?

Is there some goal you still have not reached in your career? What do you see as the major obstacles in keeping you from reaching it?

If you were asked to go back to your alma mater and speak a few words about government as a career, what would those words be?

What do you think the greatest impact of your accomplishments is or will prove to be?